



**Town of Surfside
Special Town Commission Meeting
May 19, 2009 7:00 p.m.**

**Town Hall Commission Chambers - 9293 Harding Ave, 2nd Fl
Surfside, FL 33154**

AGENDA

- A. Call to Order**
- B. Roll Call of Members**
- C. Pledge of Allegiance**
- D. Overview-Martin Sherwood, Finance Director:**
 - 1. Governmental Funds**
 - i. Fund balance summary, Fund projections-FY 2009 (Exhibit A)**
 - 2. Enterprise Funds**
 - i. Retained Earnings summary, Fund projections-FY 2009, preliminary FY 2010 wholesale rate adjustment information (Exhibit B)**
- E. Assumptions/Trends-Carl Berkey-Abbott, Budget Consultant: (Exhibit C)**
- F. Instruction to Staff/Alternatives-Gary Word, Town Manager:**
 - 1. Alternatives available for closing funding gap for FY 2010:**
 - a. Increase Ad-valorem Revenues (not proposed)**
 - b. Increase Non ad-valorem Revenues (not proposed)**
 - c. Utilize a portion on Unassigned fund balance (not proposed)**
 - d. Reduce Expenditures (which are likely to impact services): (3 areas)**
 - i. Capital Outlay:**
 - ii. Operating:**
 - 1. Savings already identified in FY 2009 and implemented**
 - iii. Personnel:**
 - 1. Under critical review**
- G. Departmental Presentations-Gary Word, Town Manager: (Exhibit D)**
 - 1. Detailed Descriptions, Service Functions, Accomplishments, Goals, Objectives**
 - a. Legislative/Executive – Town Manager**
 - b. Public Safety – Chief Allen**
 - c. Town Attorney – Lynn Dannheisser**

- d. Finance Support - Martin Sherwood
- e. Public Works/Enterprise Funds – Fernando Rodriquez
- f. Town Clerk – Debra Eastman
- g. Building/Code/Planning & Zoning – Steve Uman
- h. Parks and Recreation – Tim Milian
- i. Tourism – Duncan Tavares
- j. Library Services – Suzanne McGlynn

H. Commission Goals and Objectives

I. Remaining 2010 Budget Calendar & Workshop Scheduling:

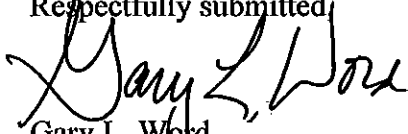
- A. June: Proposed Budget Book Distributed
- B. July 15 (Wednesday @ 6pm): Preliminary Trim Resolutions (prior to Regular Meeting)
- C. July/August: Workshops
- D. September: Public Hearings and Adoption

J. Commission Direction

K. Public Comment

L. Adjournment

Respectfully submitted,


Gary L. Word,
Town Manager

THIS MEETING IS OPEN TO THE PUBLIC. IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT OF 1990, ALL PERSONS ARE DISABLED; WHO NEED SPECIAL ACCOMMODATIONS TO PARTICIPATE IN THIS MEETING BECAUSE OF THAT DISABILITY SHOULD CONTACT THE OFFICE OF THE TOWN CLERK AT 305-861-4863 EXT. 226 NO LATER THAN FOUR DAYS PRIOR TO SUCH PROCEEDING. HEARING IMPAIRED PERSONS MAY CONTACT THE TDD LINE AT 305-893-7936.

IN ACCORDANCE WITH THE PROVISIONS OF SECTION 286.0105, FLORIDA STATUTES, ANYONE WISHING TO APPEAL ANY DECISION MADE BY THE TOWN OF SURFSIDE COMMISSION, WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING OR HEARING, WILL NEED A RECORD OF THE PROCEEDINGS AND FOR SUCH PURPOSE, MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE WHICH RECORD SHALL INCLUDE THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

AGENDA ITEMS MAY BE VIEWED AT THE OFFICE OF THE TOWN CLERK, TOWN OF SURFSIDE

TOWN HALL, 9293 HARDING AVENUE. ANYONE WISHING TO OBTAIN A COPY OF ANY AGENDA ITEM SHOULD CONTACT THE TOWN CLERK AT 305-861-4863. A COMPLETE AGENDA PACKET IS ALSO AVAILABLE ON THE TOWN WEBSITE AT www.townofsurfsidefl.gov

TWO OR MORE MEMBERS OF OTHER TOWN BOARDS MAY ATTEND THIS MEETING.

THESE MEETINGS MAY BE CONDUCTED BY MEANS OF OR IN CONJUNCTION WITH COMMUNICATIONS MEDIA TECHNOLOGY, SPECIFICALLY, A TELEPHONE CONFERENCE CALL. THE LOCATION 9293 HARDING AVENUE, SURFSIDE, FL 33154, WHICH IS OPEN TO THE PUBLIC, SHALL SERVE AS AN ACCESS POINT FOR SUCH COMMUNICATION.

TOWN OF SURFSIDE, FLORIDA
FY 2008-2009 GOVERNMENTAL FUNDS PROJECTIONS
AS OF May 19, 2009

Exhibit A

| GENERAL FUND | WATER | SEWER | LIBRARY | TRAIL | RECREATION | COMMUNITY | TOTAL |
|--------------|-------|-------|---------|-------|------------|-----------|-------|
| 2008 | 2008 | 2008 | 2008 | 2008 | 2008 | 2008 | 2008 |
| 2009 | 2009 | 2009 | 2009 | 2009 | 2009 | 2009 | 2009 |

UNAUDITED BALANCE
@ 9/30/2008

| | | | | | | | |
|------------------------------------|---------------|-------------|-------------|------------|-------------|-------------|---------------|
| FUND BALANCE | \$6,988,887 | \$1,156,642 | \$203,591 | (\$30,245) | \$150,194 | \$469,179 | \$8,938,248 |
| LESS: NON-SPENDABLE (ppds) | | | | | | | |
| PREPAID Expenses | (\$113,730) | | (\$5,481) | \$3,108 | | | |
| LESS: RESTRICTIONS (SBA or Legal) | (\$364,503) | (\$114,679) | (\$198,109) | | (\$150,194) | (\$469,179) | (\$1,296,665) |
| LESS COMMITMENTS: | | | | | | | |
| COMM,AQUATICS,LIBRARY FAC | (\$3,700,000) | | | | | | (\$3,700,000) |
| LESS: ASSIGNED | | | | | | | |
| FY 2009 BUDGET ALLOCATIONS | | (\$394,350) | | | | | (\$394,350) |
| FY 2009 Library Fund consolidation | (\$27,138) | | | \$27,138 | | | |
| FY 2009 BUDGET Reappropriations | (\$49,419) | (\$44,220) | | | | | |
| UNAUDITED, UNASSIGNED | | | | | | | |
| Fund Balance (projected) | | | | | | | |
| as of 9/30/2009 | \$2,734,097 | \$603,393 | \$0 | \$0 | \$0 | \$0 | \$3,337,491 |

OVERALL ASSUMPTIONS:

1. Fund Balance assigned for Emergencies and Working Capital

RECOMMENDATION:

approx \$3,000,000

(30% of Operating Budget-\$9,000,000)

TOWN OF SURFSIDE, FLORIDA
FY 2008-2009 ENTERPRISE FUNDS PROJECTIONS
AS OF May 12, 2009

Exhibit B

| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |
|---------|---------|---------|---------|---------|
| 2008-09 | 2009-10 | 2010-11 | 2011-12 | 2012-13 |

UNAUDITED BALANCE

@ 9/30/2008

| | | | | | |
|-------------------|-------------|-------------|-------------|-----------|-------------|
| NET ASSETS | \$1,854,378 | \$2,422,269 | (\$314,315) | \$548,966 | \$4,511,298 |
|-------------------|-------------|-------------|-------------|-----------|-------------|

LESS: NON-SPENDABLE (ppds)

| | | | | | |
|-----------------------------------|-------------|-------------|----------|-------------|-------------|
| PREPAID Expenses | N/A | N/A | N/A | N/A | |
| Invested In Capital Assets | (\$216,376) | (\$123,844) | \$95,540 | (\$337,436) | (\$582,116) |

| | | | | | |
|--|---------------|--|--|--|-------------|
| LESS: RESTRICTIONS (SBA or Legal) | (\$534,464) * | | | | (\$534,464) |
|--|---------------|--|--|--|-------------|

LESS COMMITMENTS:

| | | | | | |
|-------------------------------------|--|--|--|-------------|-------------|
| FDEP MATCH GRANT (REMAINING) | | | | (\$196,976) | (\$196,976) |
|-------------------------------------|--|--|--|-------------|-------------|

LESS: ASSIGNED

| | | | | | |
|--|---------------|-------------|----------|--|---------------|
| FY 2009 BUDGET ALLOCATIONS | (\$14,733) | (\$542,215) | \$60,000 | | (\$496,948) |
| Water/Sewer renewal&replacement | (\$1,089,670) | | | | (\$1,089,670) |

UNAUDITED, UNRESTRICTED

NET ASSETS (PROJECTED)

| | | | | | |
|------------------------|---------|-------------|-------------|----------|--------------------|
| as of 9/30/2009 | (\$865) | \$1,756,210 | (\$158,775) | \$14,553 | \$1,611,123 |
|------------------------|---------|-------------|-------------|----------|--------------------|

OVERALL ASSUMPTIONS:

W&S Fund:

1. Water & Sewer revenues to be pledged to cover pending debt service on W&S Capital Projects
2. * In excess of \$300,000 of restricted, trust development cash available to reduce financing needs.

NOTE for 2010:

Water: true-up (M-D County) for next year is 18.23%. Will not know until mid-june about our wholesale rate increase

Sewer: (Miami-Beach) wholesale rate increase currently in development. Will not know final wholesale rate until mid-august

SOLID WASTE FUND:

1. Expect at least a 5% rate increase for landfill disposal costs for 2010 (similar to 2009)

Ad Valorem Projections

I. General Information:

| | | |
|---|--------------------|--|
| Final Gross Mil Value 2009 | \$1,408,225 | For Fiscal Year 2008-2009 budget |
| Anticipated Decline (20%) | <u>(\$281,645)</u> | 20% reduction of current year mil value |
| Anticipated Gross levy per mil 2010 | \$1,126,580 | Gross Mil value for coming year |
| Anticipated Net collection per mil 2010 | \$1,070,251 | Anticipates collections at 95% of billed |

II. Alternative Rate Structures:

The following table represents alternative millage rates and projects their impacts on the coming year's budget. The Fiscal Year 2010 projection has been made at \$6,360,083. This projected revenue number reflects the maximum revenues likely to result from a simple majority vote.

The "Item" column provides a description of why the specific rates were generated. These include: 1) the current year rate, 2) a historical Town millage rate, 3) the roll-up rate, 4) the roll-up and growth rate, and finally 5) rate which would need to be adopted to fill the coming budget's projected revenue to expenditure gap.

The "Rates & Calculations" column reflects the corresponding millage rates for each of the concepts identified in the "Item" column. It also represents the total amount of ad valorem revenue likely to be generated if that rate is adopted for the coming year.

The next column explains the financial effect that adoption of the rate would have on property owners. While each rate predictably has an effect on services as well, those are not yet identified.

Finally, the column headed "Effect of Revenue Projection" identifies the difference in projected resulting from the adoption of the corresponding rate. This difference is relative to the present projection for the coming year. So, in effect, any negative number represents an amount of revenue difference which would need to be added to the projected one million dollar (\$1,000,000) gap.

| Item | Rates & Calculations | Effect on Property Owner | Effect on Revenue Projection |
|--|-------------------------|---|---|
| 2009 Levy Rate 4.7382% at Reduced Valuation | 4.7382 \$5,065,741 | Property Owner Pays 20% less than this year | Additional Revenue Shortfall of (\$1,294,372) |
| Historical Surfside Rate with stable or substantially increasing valuations Anticipated Net @ 5.6000 | 5.6000 \$5,993,404 | Property Owner Pays 5.4% less than this year | Additional Revenue Shortfall of (\$366,679) |
| Rate for Total Levy to match this year's revenues | 5.8888 (\$6,297,412) | Property Owner Pays the same as this year | Additional Revenue Shortfall of (\$62,974) |
| State of Florida "Growth Rate" (0.01%)* "Growth Rate" plus "Roll-up" 5.9426 Anticipated FY 2009-2010 Net Revenue | 5.9426 \$6,360,083 | Property Owner Pays .01% more than this year. | Additional Revenue Shortfall of None - Stable \$0 |
| Full Funding of Services Additional Millage to fund existing gap Total millage to fully fund operations | 6.7341 \$7,203,986 | Property Owner Pays 12.4% more than this year | Eliminates Funding Gap |

FY 2009-10 Legislative/Executive Department Overview

The Executive Department provides for the centralized management of all Town functions. The department head is the Town Manager who is the administrative head of the Town government and is responsible for ensuring that all operations effectively address the policy direction provided by the Town Commission in the most efficient and responsible manner of the reasonable alternatives. The Town Commission appoints the Town Manager and provides for general oversight. Article III of the Town of Surfside Charter provides a detailed explanation of the associated rights, responsibilities, and prohibitions governing the Town Manager.

Town Manager

The powers and responsibilities of the Town manager designed in the Town Charter include, among others:

- Appointment and removal of personnel not reserved to the Town Commission (boards, auditors, attorney)
- Prepares the annual budget, annual financial report, and interim financial reports to keep the Commission advised of the Town's financial condition
- Provides oversight of all elements of financial and budgetary processing, control and management
- Performs such other duties as may be required by the Town Commission not inconsistent with the Town Charter

Special Projects Coordinator

- Assists the Town Manager in communications
- Publishes the highly visible Gazette, a resident publication which provides information on services, recent legislative action and legislator considerations
- Handles special projects and marketing

Human Resources Coordinator

- Assists the Town Manager with personnel functions
- All HR issues are addressed in this department including personnel actions, benefits management and employee morale programs and similar concerns

Executive Assistant

- Assists the Town Manager with administrative functions and projects
- Provides highly sensitive support to the Town Manager and the Town Commission including the exercise of independent judgment and confidentiality, technical knowledge of specific areas of assignments and of overall Town and community activities.

Fiscal Year 2009 Accomplishments and in-process:

Town Manager

1. Met with Town Commissioners individually and collectively to identify goals, objectives and priorities
2. Reviewed organizational structure for improvements
3. Coordinated capital improvement projects and infrastructure improvements with Calvin, Giordano & Associates
4. Initiated Town Hall improvement projects including additional landscaping, hurricane shutter installation, roof and A/C improvements
5. Filled critical positions with highly qualified candidates including the Executive Assistant, Director of Public Works, Tourism Director and Town Clerk
6. Presented a balanced, complete and user-friendly annual budget document
7. Recommended rate adjustments for the Town's water/sewer fund, solid waste and storm water fund leading to fund solvency and the ability to address needed infrastructure improvements
8. Promoted Town aesthetic improvements including landscaping, identification of "Town Colors" and downtown tree lighting
9. Fostered improvements to the Town's financial, communication and management systems

Special Projects Coordinator

1. Preparation of the monthly Surfside Town Gazette including content, writing articles, editing, layout and proofing
2. Transformed the printing of the Gazette into an eco-friendly publication with the use of "Green" paper and soy ink
3. Reduced Gazette expenditures to achieve a 26% reduction in budgeted cost in FY '07-08; 3. realized an additional 25% reduction in production and postage costs for current FY
4. Coordinated and oversaw special marketing projects and advertisements such as the Community Center
5. Improved the Town's website by reviewing site for accurate and up to date information and provided continual monitoring of the website

6. Coordinated Town's effort for FEMA reimbursement from hurricane impact

Human Resources

1. Initiated an employee discount program as a perk to being a valued Town employee
2. Initiated an employee appreciation program that encourages meritorious service above and beyond what is required by recognizing an "Employee of the Quarter"
3. Arranged for low cost/free of charge training opportunities for Town employees in various areas such as ethics in the work place, defensive driving, OSHA, Red Flag Rules, Microsoft Office, Excel and Microsoft Word programs
4. Promoted wellness programs for a healthier, more productive employee
5. Initiated an informal employee oriented newsletter (Surfside Scoop) to communicate employee related items, kudos, news, reminders, tips etc.

Executive Assistant

1. Coordinated the search for Public Works Director and Town Attorney Assistant in absence of HR Coordinator; assisted with Tourist Bureau Director search
2. Assisted Town Attorney's office with logistics of moving, planning office and setting up office
3. During the Town Clerk's vacancy, maintained the duties of the Clerk until vacancy was filled
4. Produced and edited monthly employee newsletter (Surfside Scoop)
5. Provided assistance with various special projects for Attorney's Office, Public Works and Human Resources departments
6. Participated in various committees to provide input to accomplish special assignments
7. Assisted departments with computer program issues to ensure smooth operation of work flow

Fiscal Year 2010 Primary Objectives:

1. Initiate a physical and economic development plan for Downtown Surfside
2. Continue to build a strong management team

3. Complete Surfside Community Center Complex
4. Initiate and implement an employee assistance program (EAP)
5. Continue progress toward implementing good financial planning initiatives, reporting and sound financial management practices
6. Coordinate a successful and memorable 75th Town Anniversary Celebration
7. Encourage positive elected official and staff partnerships
8. Successfully acquire and implement community capital improvement and infrastructure projects via grants, loans or "stimulus" monies
9. Maintain credentialed manager designation
10. Explore joint services opportunities with neighboring communities
11. Initiate and complete an enhanced downtown parking management system
12. Create and maintain a well-balanced, informative Gazette for Town residents
13. Provide education regarding the proposed Community Center Complex, Library and Aquatic Facility

Issues:

1. Short term and long term budget adequacy—securing necessary resources to adequately address the community's service needs
2. Downtown deterioration. There is a need to develop a long term plan to improve downtown economic vitality including development of a downtown master plan with upgrades to the streetscape and mechanisms to promote business re-investment and development
3. Protect and enhance the Town's housing stock through rental inspection program and / or mandatory building code updates upon sale of structure
4. Long term beach improvement to community expectations
5. Long term development and continued maintenance of the Town's infrastructure
6. Enhance the Town's parking system
7. Develop and foster effective mutual respect and positive working relationships and possible partnerships amongst and between the Town Commission, staff, citizens and other governmental agencies

PUBLIC SAFETY Departmental Overview

Services, Functions, and Activities:

Police Services

Chief's Office

The Chief's Office is responsible for the overall public safety for the Town of Surfside, the operations and administration of the police department, and to ensure that we achieve the departmental mission: to provide the highest level of police service to the community in a professional, courteous, ethical, judicious manner. The Chief's Office also oversees professional compliance, accreditation, crime prevention, internal affairs investigations, training, hiring, grant management, the budget and confiscations funds, the police link to the Town website, the police chaplain program, public record requests, preparing and maintaining statistical and technical reports such as payroll, attendance, purchasing and invoices for payment, personnel files, internal files, background files, and budget records. The Chief's Office also manages Parking Operations and Emergency Management Services for the Town.

Community Services

The police department offered a wide variety of events and seminars to our citizens such as the Citizens Police Academy, monthly crime prevention workshops, child safety, bicycle safety, school career days, health fairs, emergency preparedness, back to school safety, drug and alcohol awareness, Halloween Safety Day, the police explorer program, and classes on crime awareness for children, women and the elderly. We have also partnered with Kiwanis, Mothers Against Drunk Driving, Citizens Crime Watch of Miami-Dade County, the Chamber of Commerce, the Bankers Forum, Publix, the Surfside Civic Association, the Surfside Business District Association, as well as other Town departments to enhance services to the community.

Administrative Sergeant/ Accreditation/ Property and Evidence Unit

The administrative sergeant's duties and responsibilities include the supervision of the quartermaster and the public service aide; the daily operation of the Property and Evidence Unit; the scheduling of the maintenance of the department's fleet and equipment; the ordering of police equipment and supplies; the scheduling of the training for police personnel and the maintenance of training files; ensuring the department is in compliance with the Florida Department Juvenile Justice by maintaining data and submitting information to the Juvenile Justice Delinquent Prevention Act Compliance Monitoring Project; preparing special reports or projects as assigned; re-evaluating whether agency resources are being used in accord with agency's goals, objectives, and mission; and the storage of all impounded property and evidence.

The administrative sergeant is also the project manager for accreditation. This project is to gain accreditation from the Florida Commission on Accreditation for Law Enforcement Agencies. This year and a half undertaking should be successfully completed in July. It has included educating personnel on the accreditation process; training on basic functions;

high liability issues, officer safety, and equipment; re-evaluating and revising the Department's policies and procedures; reviewing in depth every aspect of the departments' organization, management, and operations; collecting proofs of the department's compliance; and enhancing morale by increasing confidence in the effectiveness and efficiency of our own agency.

Patrol Operations

Patrol Operations is the largest and most visible component of the police department. It is responsible for all calls for service, emergency and non-emergency, a proactive approach to preventing crime and apprehending criminals, traffic enforcement and traffic crash investigation, and addressing quality of life issues in the community. Patrol Operations consists of two platoons commanded by lieutenants and four squads of four police officers supervised by sergeants. It also includes specialized functions: K-9, Bicycle Officers, Beach ATV Officers, Honor Guard, Field Training Officers, Crisis Intervention Officers, Neighborhood Resource Officers, and Special Weapons and Tactics Team.

Patrol is now fully electronic with mobile laptops in each patrol car, electronic citations, electronic subpoena system, electronic reports and documents, electronic supervisory review and approval process, and an improved computer aided dispatch and records management system. Patrol is also equipped with handheld radios, LASER and RADAR instruments, a DUI Intoxilyzer machine, bicycles, a Segway, an all terrain vehicle, and an all purpose vehicle. The cost for this technology and equipment came from forfeiture funds.

Criminal Investigations Unit

The Criminal Investigations Unit consists of one sergeant, three detectives, one crime prevention specialist, and one operations assistant. The Criminal Investigations Unit conducts preliminary and follow up investigations upon all violent crimes and property crimes occurring within the Town. The Unit also prepares background investigations on sworn and civilian candidates for hire. One of the three detectives is assigned to the South Florida Money Laundering Task Force. The Criminal Investigations Unit is also the liaison to the State Attorney's Office and the Miami Beach Police Crime Scene Unit. They also have specialized training and are members of the Florida Department of Law Enforcement's Child Abduction and Response Team, US Secret Service Miami Electronic Crimes Task Force, Miami-Dade Police Robbery Clearinghouse, South America Theft Group Intelligence Network, Miami-Dade State Attorney's Police Prosecutor Coordinating Committee, and the FBI's Joint Terrorism Task Force. The Criminal Investigations Unit is responsible to complete the weekly and monthly crime reports, monthly enforcement statistics, and biannual and annual compulsory crime documents for the FBI and FDLE.

Communications Unit

The Communications Unit is responsible for receiving, screening, and dispatching information over the communications system. The Unit is responsible for rapid and effective screening of calls, eliciting accurate information, and transmitting that information through a variety of radio, telephone, or computer systems. Dispatchers are also responsible for a variety of clerical duties:

front desk reception, receiving and entering complaints in to the CAD system, operating NCIC/FCIC inquiries, maintaining communication logs, liaison with Miami-Dade Police

Communications Unit, training new staff, data entry, and coordinating communications activities during emergency/ disaster incidents. The Communications Unit consists of a communications supervisor and four dispatchers who operate in three shifts 7 days a week, 24 hours per day. We also purchased a 911 recording system for the dispatch center from forfeiture funds.

FISCAL YEAR 2009 ACCOMPLISHMENTS AND IN-PROCESS (POLICE SERVICES):

1. Crime decreased by 2.5% in 2008
2. 2298 calls for service in 2008 (14% increase)
3. 632 arrests in 2008 (3% increase)
4. 7957 traffic citations in 2008 (7% decrease)
5. \$91,367.28 in revenue from traffic citations in 2008 (21% decrease)
6. 4657 traffic warnings in 2008 (74% increase)
7. 168 traffic crashes in 2008 (12% decrease)
8. 632 suspicious persons stops in 2008 (19% decrease)
9. 62 K-9 searches, 6 K-9 community demonstrations
10. 231 cases investigated by detectives in 2008
11. 9 background investigations in 2008
12. \$72, 543.10 in currency seized in 2008
13. 323 items of evidence impounded and processed in 2008
14. 40 lbs of narcotics destroyed by court order in 2008
15. 6 cases of firearms and parts destroyed by court order in 2008
16. Successfully completed outside property and evidence audit and inventory in 2008
17. Implemented on line crime reporting and mapping system
18. Twenty crime prevention/ community events in 2008
19. Mock accreditation review in February 2009
20. New civil citations April 2009
21. Applied for two federal grants April 2009
22. 3rd and 4th Citizens Police Academies in 2008, 5th CPA graduates in May 2009
23. Neighborhood Resource Officer Program May 2009
24. Police Chaplain Program May 2009
25. Junior Police Academy June 2009
26. Police Reserve Program June 2009

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27. Reduced personnel by five positions in fiscal year 2009 (lieutenant, police officer, dispatcher, public service aide, crime prevention/training coordinator)
 28. Reduced fiscal year 2009 budget by \$171,018 (\$79,446 - personal expenses, \$91,572 - operating expenses)
 29. 2009 Miami-Dade Law Enforcement Officer of Year (3rd year in a row)
 30. 2009 Miami-Dade Law Enforcement of the Year runner-up
 31. 2009 MADD Top Cop Award (3rd year in a row)
 32. 2009 MADD Department of the Year (Moonlight MADDness event)
 33. 2009 Florida Police Chiefs Association Excellence in Policing Department of the Year
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Parking Services: The police department oversees the parking operations and enforcement for the Town. There are two parking enforcement officers who work separate shifts and enforce on street and municipal parking lot violations.

FISCAL YEAR 2009 ACCOMPLISHMENTS AND IN-PROCESS (PARKING SERVICES):

1. 6862 parking citations issued in 2008 (13% increase in parking citations)
2. \$76,397.12 in revenue from parking citations in 2008 (increase of 23%)
3. \$60,950 in revenue from business parking permits in 2008
4. Parking meter rates were increased to \$1.00 per hour
5. All parking meters were reprogrammed to \$1.00 hour and 4 hour time limit
6. New rate plate labels were applied to each meter reflecting the new hourly rate
7. 55 new meter mechanisms were purchased and installed
8. Parking lots were chained closed from 11PM to 8AM
9. Ordinance prohibiting construction workers from parking was passed
10. Signage enforcing the ordinance was ordered and will be installed
11. Ordinance regulating valet parking was passed
12. Valet parking program and rates were established (\$5.00 per meter/4 hour maximum)
13. Parking Pay Station Program being revised

Emergency Management Services

The Police Department has the responsibility to oversee the Town's emergency management services.

FISCAL YEAR 2009 ACCOMPLISHMENTS AND IN-PROCESS (EMERGENCY MANAGEMENT SERVICES):

1. Comprehensive Emergency Management Plan – detailed plan covering all aspects of the Town's response to a disaster.
2. Continuity of Operations Plan – in the event Town Hall was rendered inoperable by a disaster this plan provides for the temporary relocation of Town services to the City of North Miami. There is a MOU in place.
3. Debris Management Plan – detailed plan for debris monitoring and removal.
4. Debris Monitoring and Debris Removal - contracts are in place with two companies for these services. Meetings have been held with Town staff and contractors to review each others roles and responsibilities.
5. Miami-Dade Local Mitigation Strategy – active participation in this county-wide program to mitigate hurricane damage. We have submitted a grant application for the relocation of our generator.
6. Coordinated FEMA mandated Incident Command System training for all department heads and first responders.
7. Emergency Operations Center – established a Town EOC that will be staffed both pre and post storm providing information to both residents and employees.
8. Emergency Communications – purchased three satellite phones and a standing rental agreement for 20 portable radios.
9. Mock Disaster Drills – done annually to review roles and responsibilities.
10. Code Red Emergency Notification System – telephone notification system that sends out emergency information to the both residents and the business community.
11. North Miami Regional Operations Center – participate in mock emergency drills at the regional EOC. Police supervisors are assigned positions there during a disaster to relay information back and forth.
12. Miami Dade Office of Emergency Management – participate in meetings and sharing of information.
13. Revised Department Standard Operating Procedure regarding hurricanes.
14. Purchased emergency food and water supply for employees.

FISCAL YEAR 2010 PRIMARY OBJECTIVES

1. To identify additional sources of revenue
 2. To work closely and cooperatively with other Town departments
 3. To maintain current level of police and community services
 4. To identify assistance and volunteers from the community through the Citizen Police Academy alumni, the police explorer program, and the reserve police program
-
5. To Improve customer service

Issues

1. Working with reduced budget and doing more with less
2. Possible layoffs and consequences
3. Personnel allocation and re-assignment of duties
4. Maintaining older pool vehicles
5. Maintaining accreditation files
6. Compression of salaries – lieutenants/ sergeants
7. Ongoing parking challenges – construction workers/ pay station/ valet parking
8. Being proactive regarding quality of life issues (dogs on beach, pooper scooper violations, noise)

Office of the Town Attorney

The Town Attorney is a charter officer directly responsible to the Town Commission. She provides legal counsel and representation in all matters affecting the Town of Surfside. These issues can include: ad valorem taxation, the environment, labor and employment, municipal finance, budgeting and procurement, public works, code enforcement, torts and civil rights, the constitution, real estate transactions, land use, planning and zoning, capital improvements, construction, sunshine laws, eminent domain, public records and ethics, cable TV and telecommunications, franchise agreements, and police matters.

Additionally, the Town Attorney prepares and reviews resolutions and contracts, and drafts ordinances. The Town Attorney also operates a preventative law program aimed at reducing or preventing instances of litigation against Surfside in the areas of (1) tort liability; (2) transactional liability; and (3) employment disputes. A more detailed description of the operation of this Office is described below.

The primary objective is to provide excellent legal advice and at the same time keep legal costs low by handling all legal matters in-house. The use of outside counsel is kept to a minimum and limited to issues of potential conflict, highly specialized advice such as pension laws, or, when specifically recommended by the Town Commission such as the handling of the certain litigation. The cost for legal services in 2007-2008 was \$795,000.

As of May, 2009, the total expenditures (excluding build-out which comes from the capital improvement budget and \$15,000 for equipment and furnishings that comes from this department's budget) including salaries, benefits, supplies, equipment, and the creation of the office totals \$226,372. The creation and transition of this Office has been a major

effort this year and the set-up of an efficient organizational system will require continuing work and assistance.

Office Staff

The Office consists of the Town Attorney and an administrative assistant/paralegal. In addition, the Office of the Town Attorney experimented this year with the participation in a clinical internship program with St. Thomas University School of Law and will continue this program as a means of securing free legal assistance. This summer we will also have a high school intern.

Town Commission

The Town Attorney is the primary legal counsel for the Town Commission, Charter Review Board, Planning & Zoning Board and Advisory Committees. The Town Attorney provides legal advice "on the spot" at regular and special commission meetings, other Board meetings as well as telephonically. She counsels individual Commissioners and prepares legislation, contracts, and correspondence as requested by the Town Commission. The Town Attorney also serves as chief parliamentarian for the Town in matters of procedure at Commission meetings.

Town Manager and Departments

The Town Attorney supports the Town Manager and the Town departments by preparing legislation, preparing and reviewing contracts, providing legal representation and advice on all areas of operation including personnel, grants, police, public works, parks and recreation, building and zoning, utilities, finance, code enforcement and licensing, elections, public records and issues specific to the Town Clerk's Office, administrative services and special projects, and tourist bureau issues. The only

specialized area in which the Town Attorney does not provide legal advice is in the area of pension matters.

Major Activities

This past year the Town Attorney has begun guiding the charter review process with the Charter Review Committee. She is revamping and redrafting the Town Charter which will be presented to the Town Commission for their consideration prior to the end of this calendar year. The Town Attorney has legislatively restructured and provided specialized advice to the Planning and Zoning and Design Review Boards in their efforts to carry out the vision established by the Commission. The Town Attorney has also provided legal advice on the ballot initiative, bidding and construction, and financing process relative to the community center. This continues to be a focal point for legal work. The Town Attorney researched and it is projected that she shall have drafted approximately 50 resolutions, 52 ordinances and drafted, processed and reviewed more than 70 contracts and will have issued an estimated 120 legal opinions by the end of the year. The Town Attorney shall have attended more than 52 evening meetings for the Town.

As management has shifted, this Office has assisted the Commission in the location, negotiation of a contract, and transitional period with the Town Manager. As the new Town Manager has sought to achieve certain efficiencies (and follow through), the Town Attorney has been involved on a daily basis on personnel issues; advice to consultants; review and/drafting of major public improvement contracts; grant reviews; advice, analysis, negotiation, preparation of legislation, related to FEMA compliance; analysis of licensing, code compliance, and water and sewer billing and collection issues, and building issues have dominated the work of the Town Attorney apart from preparation

of monthly Commission agendas. Monitoring the Fire Opt Out litigation and appeals has also been an issue of importance this year.

Litigation

The Town Attorney's preventative law program has been highly effective in mitigating liability risks and litigation. Excluding the four (4) pending tort and worker's compensation claims that are covered by the Florida Municipal Insurance Trust, where the Town Attorney monitors/manages such claims that are handled by outside counsel retained by the FMIT and provides support in terms of litigation strategy and discovery requests, there is only one outstanding and pending litigation matter. This is the Officer Davis claim. Unfortunately, this matter has cost the Town approximately \$300,000 and, unless the Commission makes a different decision on how to proceed, it is projected by outside counsel that those fees will not dramatically decrease in the coming year.

Goals

The goals of this Office for the coming year are as follows:

1. To continue to deliver effective, prompt, and sound legal advice and counsel to the Town Commission, Town Boards, the Town Manager, the Town Clerk, and all department heads and staff.
2. To handle as much of the legal needs of the Town on an in-house basis as possible and feasible without increasing staff and to continue the preventative law program without which this goal cannot be achieved.
3. To initiate an on-going legal internship program to secure necessary legal assistance without additional cost to the town. The Town Attorney will provide supervision and training for up to two law students per semester in exchange for sixteen hours of legal services per week.

4. To ensure adoption of effective legislation to run a smooth, efficient, lawful and customer-friendly government and that carries out the goals and policies of the elected officials.
5. To monitor changes in the laws and legislation that might affect the Town at the County, State, and Federal levels.
6. To assume such other tasks as assigned by the Town Commission.

Finance Support Services Department

Services, Functions, and Activities:

The Finance Support Services Department provides for the effective, lawful, and efficient management of the Town's financial matters. Chief areas of responsibility include: 1) departmental administration, 2) accounting, 3) payroll, 4) risk management, 5) budgeting, 6) financial reporting, 7) banking, 8) treasury management, 9) debt management, 10) fixed asset management, 11) information technology management, 12) internal support, and 13) purchasing and contracts management. Each of these areas requires their own reporting and documentation procedures.

Administration entails addressing the functions typical of managing a department: personnel issues, schedule development, policy development, coordination with internal and external agencies, and ensuring appropriate compliance with contract and legal requirements.

Accounting functions include, but are not necessarily limited to: accounts receivable, accounts payable, pension plan: oversight of TPA, cost reallocations and transfers, compliance with generally accepted accounting principles, compliance with Federal, State, and Town laws and ordinances, cash management, deposits, and payroll functions.

Payroll include, but is not necessarily limited to: ensuring compliance with Internal Revenue Service and Department of Revenue reporting requirements as well as Fair Labor Standards and other Federal, State and local requirements, development, reviewing and processing hours and benefit calculations for payroll purposes, including insuring fund transfers and availability for the twenty-six (26) regular payrolls each year, calculating retroactive payments and other pay and benefits adjustments, as necessary.

Risk Management includes review and evaluation and maintenance of all employee benefit programs (health, dental, life, disability) as well as the coordination of property, casualty and liability insurance coverage adequacy. Facilitate the annual workman's compensation audit. Provide risk related policy development and recommendations.

Budgeting responsibilities include: development, revision, publication including all truth-in-millage (TRIM) reporting and compliance, managing the adoption process, implementation, monitoring the budget throughout the year, and Capital Improvement Plan coordination.

Banking Relations includes, but is not necessarily limited to; ensuring transfers are completed, maintaining a professional working relationship with bank officials, bank account reconciliation, interest allocations and the like.

Treasury Management responsibilities minimally include: identifying available balances for investment, reviewing placement options to ensure each conforms to Town fiscal policy, managing the transfer and regularly reviewing yields and other investment options. Maintain investment order of priority which is: 1. Safety, 2. Liquidity, and finally 3. Yield.

Debt Management involves: the identification of debt needs, serve as liaison reviewing the Town's Financial Advisor research of available options for debt placement, issuing debt, avoiding positive arbitrage, and managing repayment.

Fixed Asset Management involves: identifying and tracking all capital assets owned by the Town, calculating depreciation and budgeting it where appropriate and complying with external audit requirements established by the Governmental Accounting Standards Board (GASB).

Information Technology responsibilities include: managing the contract for services with Calvin, Giordano & Associates, evaluating information technology needs, and evaluating options for resolution of the needs.

Internal Support functions minimally include providing necessary training and communication on finance related items, providing information for departmental research/reports, supporting requests of the Town Commission and all other interested parties.

Purchasing and Contracts Management responsibilities include: reviewing departmental proposals for purchases, assisting with reviews of letters of interest (LOI's) or request for proposals (RFP's) and similar documents, monitoring and managing Town-wide contracts, assisting with grant compliance and other special revenue management and seeking Town-wide efficiencies in the purchasing function.

Fiscal Year 2009 Accomplishments and In-process:

1. Implemented a finance reporting process that provides for the regular updating to the Town Commission, Town Manager, and interested parties on the Town's financial condition
2. Resolved and/or mitigated some reportable conditions
3. Participated in the Charter review process
4. Identified training opportunities to advance the understanding and skills of some incumbent employees
5. Upgraded, expanded and increased existing financial software (SunGard) functionalities. Facilitated all related training
6. Managed fund and object code changes introduced with the current budget complying with State of Florida Department of Financial Services' requirements
7. Assisted with changes to pension account types and calculated related payroll adjustments
8. Maintained timely processing of 26 payrolls and 50 accounts payable cycles
9. Improved management of fixed asset accounting and reporting processes
10. Negotiating new arrangement for internet and telephone service improvements
11. Managed first 5 year Capital Improvement Plan
12. Worked with newly appointed Financial Advisor and others to identify funding options for the majority of identified needs
13. Implemented new budgetary control procedures and managed current year budgetary modifications
14. Working with Town Commission, Town Management and departments, in a challenging fiscal environment, to present a balanced proposed FY 2010 budget

Fiscal Year 2010 Primary Objectives:

1. To continue improvements in reporting systems
2. To reduce retained earnings deficit in affected enterprise funds
3. To improve timeliness of bank account reconciliations (16 accounts per month)
4. To improve communications between all concerned parties on financial issues
5. To manage approved debt issuance required to fund capital projects.
6. To identify new revenue sources to fund general fund services
7. To identify then discuss potential expenditure savings with Departmental Directors.
8. To simplify tracking of matching grant requirements

Issues:

1. Difficulty exists in maintaining required functions as a result of continually increasing Government Accounting Standards Board reporting requirements and modifications to other reporting processes, coupled with a reduction in the availability of financial and personnel resources. For one example, GASB #45 (OPEB) requires implementation which entails an actuarial study and evaluation.
2. Maintaining high employee morale is becoming a challenge as a result of declining real value of wages with increasing resource-to-requirement disparities as mentioned above.
3. Although inter-departmental communication has improved, in regards to budgetary actions or purchasing policy, the Finance department has not always been sufficiently notified in advance of items that affect the Town's financial condition or processes.

Public Works Department

Services, Functions, and Activities:

The Public Works Department provides for the effective management of:

- roadways, buildings, and grounds
- solid waste collection
- utilities: water supply, sanitary sewer and storm water drainage
- capital projects coordination and oversight

The department accomplishes its duties through the following divisions:

The Administration Division is comprised of the Public Works Director. His job is not only to manage the day-to-day field operations but the administration of a wide array of functions, including: capital projects, Federal, State and County mandated programs, customer service, human resources issues, and emergency management.

Public Works Division

- Provides general maintenance services:
- Buildings, vehicle/equipment, roadways, grounds/landscape maintenance, and miscellaneous items (examples: commercial waste container repairs, Beachwalk related repairs).

Solid Waste Division

- Garbage and yard waste collection and disposal service for roughly 1,200 residential accounts and 130 commercial accounts
- Litter control program.

Water and Sewer Division

- Maintenance and repair of water supply and sanitary sewer systems infrastructure (pipelines, valves, hydrants)
- Maintenance and monitoring of sanitary and storm sewer pumps (including the two new storm water pumps on 88th and 94th Streets)
- Water meter reading/reporting and maintenance

Storm water Division

- Maintenance of storm water infrastructure system

Fiscal Year 2009 Accomplishments and in-process:

1. Employed a qualified, full-time, in-house Public Works Director.
2. Successfully modified the residential and commercial solid waste collection operation.
3. Enhanced the litter control program by re-allocating labor resources from solid waste collection operation.

4. Reduced the Solid Waste Division's staffing by three (nearly one-third), resulting in estimated *annual* savings of \$130,000.
5. Implemented an energy conservation program at Town Hall which included sealing the building envelope and adjusting the air conditioning system's operation times. Projected annual savings of 15 to 20 percent are expected (\$6,000 to \$9,000).
6. Painted the Tennis Center and the large concrete perimeter fence at the 95th Street parking lot.
7. Completed the sanitary sewer system's video recording, cleaning, and assessment. The video will provide us with an assessment and documentation of the system's condition and any required repairs.
8. Completed the storm sewer system's cleaning.
9. Repair the seawall located at the street end of 90th Street (July – August time frame).
10. Complete the traffic study analysis as part of Traffic Management Plan and begin implementation, including the installation of traffic calming devices (speed tables) along Abbott and Byron Avenues.

Fiscal Year 2010 Primary Objectives:

1. Paint the Town's public structures that require it, including pump station buildings and Town Hall.
2. Replace one garbage truck (2001 model year) to maintain.
3. Complete implementation of Traffic Management Plan.
4. Implement Stimulus Package funded projects—ADA ramps and solar powered lighting.
5. Complete the engineering design phase of the water supply system's improvement and begin construction phase in the latter part of the fiscal year.
6. Begin implementation of computerized water meter reading (handheld device).
7. Improve the sanitary and safety conditions of the Town's rear alleyways. This will require a multi-pronged approach, including new or better defined Town codes for proper waste disposal (grease trap, drains), alley resurfacing, and waste container repairs.

Issues:

1. For roughly half of the current fiscal year, the new Public Works Director devoted significant time and effort to the development and implementation of operational changes in the solid waste division. Additionally, the opportunity to access American Recovery Resource Act funding (typically referred to as Stimulus Package) and pursuing Local Agency Program certification created a substantial unplanned workload for the Director. For the remainder of the current fiscal year

and into FY10, the Director will be able to place more emphasis on the oversight and coordination of ongoing and start-up capital projects.

2. The pump station buildings, the 94th Street parking lot perimeter wall and Town Hall have not been repainted and will likely require it during the next fiscal year.
 3. Many sections of the Town's water distribution system and sanitary sewer system are several decades old and are in need of replacement. The Town's engineering consultants have prepared a three-phase water main replacement design proposal that will be set in motion towards the latter part of the current fiscal year with the expectation of beginning construction sometime during the summer-fall time frame of 2010.
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4. The Town's business district alleyways serve as emergency vehicle access roads, waste container storage, and parking areas. Many of these alleys are in a partially deteriorated state. Areas of concern include the condition of the pavement, inadequate drainage and grease disposal facilities.

OFFICE OF TOWN CLERK

Services, Functions and Activities:

The Office of Town Clerk is set by Town Charter and given specific charter duties. The Town Charter refers to the direction of the office by the Town Manager who also sets duties of the Office of Town Clerk. In addition, State Statutes provide for more duties.

Chief areas of responsibility are:

- Clerk of the Town Commission
- Agenda management
- Election Official
- Public Records Management
- Liaison to Advisory Boards and Committees
- Contract Management
- Procurement Liaison
- Risk Management
- Record Management, Retention and Disaster Management

Clerk of Town Commission is the daily clerical administration of the Office of the Mayor and Town Commission, receiving, preparing and distributing mail, forwarding of phone and email messages, preparation of certificates, proclamations, information liaison to the Gazette and other clerical functions as requested by the Town Commission. Clerk of the Town Commission includes attendance at all official meetings of the Town Commission as the official record keeper.

Agenda Management is the process of collecting finalized documents from Town Departments in coordination with the Town Manager, Town Attorney and Town Commission members, preparation of the agenda, agenda packets, distribution of the information, preparation and posting of electronic files. Agenda management is the posting, advertising, execution and recording of ordinances, resolutions and other acts of the Town Commission post Commission meetings. Agenda Management is the follow up of actions of the Town Commission including preparation and distribution of minutes. Agenda Management is the maintenance of exhibits and attachments to acts of the Town Commission.

Election Official is the act of serving as the Chief Administrative Officer of Elections in cooperation with Miami Dade County Elections. It is the planning, preparation, coordination and participation in municipal, county, state and federal elections in accordance with federal, state, county and municipal regulations. It includes participation in the preparation, printing and security of sample and absentee ballots. It includes the posting and advertising of elections. It includes education of voters and interaction with County staff. It includes serving on the official canvassing board and certification of elections.

Public Records Management is the ability to make public records available for inspection and copying in accordance with Chapter 119 of the Florida Statutes. In order to make records available or not make records available per the statutory requirements, they must be legible, locatable and retrievable in a timely manner. This is a major area of concern to the Town Clerk.

Liaison to Advisory Boards and Commissions The Town of Surfside has created the following Committees: Education, Beautification, Green, Parks and Recreation, Pension Board, Personnel Appeals Board, Planning and Zoning Board, Design Review Board, Police Officers Pension Trust Fund, Tourist Bureau Board, Charter Review Board, 75th Anniversary Committee. The Town Clerk coordinates Advisory Boards and Committees and schedules staff support.

Contract Management All original municipal contracts should be on file with the Office of Town Clerk and readily accessible. Contract management also includes providing a system of advance reminder for pending renewal of contracts. This could be achieved with the implementation of the proper software.

Procurement Liaison The Office of the Town Clerk participates in the creation and advertising of RFPs and RFQs, opens and reports bid results and keeps appropriate records safe and secure.

Risk Management In the Town of Surfside, the Town Clerk has been designated with the responsibility of Risk Management. The Town Clerk works with the Town's insurance carrier, claimants and or their legal representative and the Town Attorney.

Record Management, Record Retention and Disaster Management New records are created each day. Paper records have piled up over the years. They are in filing cabinets, boxes, offices and storage.

The Town of Surfside does not have a record management plan or disaster record management plan. It is the duty of the Town Commission and Town Administration, under state statute, to preserve the records so that they are easily retrievable and available to the public in timely manner. It is also our duty to account for and destroy records according to the record retention schedule set by law. Currently, there are 443 boxes of records in storage for which a monthly storage charge is paid.

There is a need for hardware, software and manpower to solve the problem. We need to retrieve and destroy records no longer needed. Each square foot of records destroyed must be identified and cataloged, again in accordance to state statute. The records remaining should be stored according to expiration date for future destruction. Current records should be scanned for easy retrieval, making retrieval from storage obsolete.

The current filing system, condition of records packed in boxes, storage of records which should be discarded is directly contrary to what is mandated by state statute. Funding of equipment and manpower can no longer be placed on hold.

There is no disaster plan for Town records. What would happen in case of a flood or fire?
We would still be obligated to preserve the records in accordance with the retention schedule.

I propose a disaster management plan done by a record expert, which would also include record training for other member of the Town staff.

Fiscal Year 2009 Accomplishments and in-process:

Given my short tenure with the Town of Surfside the remaining of the fiscal year will be dedicated to the following:

1. Identifying how to improve service to the Town Commission, Town Departments and residents of the Town of Surfside
2. Preparation and participation in July referendum
3. Review of Records Management

Fiscal Year 2010 Primary Objectives:

1. Agenda Management – Prepare agendas electronically and paperless. Provide paperless agendas to Town Commission, Town Manager and Departments as they wish.
2. Elections – Prepare, hold and follow up on municipal and state elections.
3. Risk Management – Evaluate how to best disseminate information and electronically store claims for easy retrieval
4. Record Management – Purchase scanning hardware and software and hire personnel to evaluate and destroy records in accordance with state statute. Scan and properly store retained records with emphasis on destruction date.
5. Obtain services of Public Record Professional to write a record master plan and a disaster management plan and provide training for staff.

Issues:

1. Lack of updated software to electronically prepare agendas
2. Lack of software and manpower to identify, organize and destroy records in accordance with State statutes.

It appears we are paying for storage for garbage. We need to invest in history, funding needs to be provide to preserve those records that are historic. If all the files were wet, what would we do? They would become moldy very quickly, which then is considered hazardous.

Building Services Department

Services, Functions and Activities:

The Building Services Department seeks to preserve the character of Surfside through the reasonable and logical control of development and re-development. Town residents and businesses can be assured that the necessary steps are being taken to ensure the safety of the buildings they live in and work in. The Department seeks to provide healthy habitable environments, seeks to minimize risk to property, and seeks to ensure compliance with minimum housing standards and the Town code. These responsibilities are carried out through compliance with various State Statutes, local ordinances, and federal rules and regulations.

The Department is divided into three divisions: Building Code Services, Planning & Zoning, and Code Compliance.

- Building Code Services addresses the built environment by reviewing building plans, processing and issuing permits, performing field inspections, and issuing Certificates of Occupancy or Completion. This division is also responsible for ensuring compliance with FEMA/NFIP regulations and following up on the county's 40-year certification program.
- Planning & Zoning creates and modifies Town ordinances that regulate development, reviews plans to ensure exterior modifications comply with the code, and acts as the staff liaison to the P & Z Board and the Design Review Board. This division is especially involved with development criteria such as setbacks, building heights, landscaping, fences and signs.
- Code Compliance, commonly referred to as Code Enforcement, seeks to enforce such Town regulations as overgrown landscaping, property maintenance, junk vehicles, and abandoned property. This division enhances the quality of life in the Town through diligent patrol and enforcement.

Fiscal Year 2009 Accomplishments and in-process:

1. BCS. Improved service by utilizing a new plan review and inspection team that is available whenever needed; turnaround times have improved significantly.
2. BCS. Implemented processes and procedures to enforce the mandatory federal flood compliance regulations.
3. BCS. Developed permit application checklists to improve customer service.

4. BCS. Developed plan review checklists and inspection checklists in order to improve the ISO Building Code Effectiveness Grading Schedule classification.
5. BCS. Developed a revised permit fee structure to improve customer service, administrative efficiency, and the department revenue.
6. P&Z. Completed the EAR-based amendments.
7. P&Z. Updated the Capital Improvements Element of the Comprehensive Plan.
8. P&Z. Finalized a fence and wall ordinance.
9. P&Z. Coordinated landscape improvements on 95th Street.
10. P&Z. Addressed parking for ancillary uses in hotels.
11. CC. Cleared most outstanding cases of prior years.
12. CC. Assisted in improving the landscaping and general appearance of the business district.
13. CC. Approximately 95% of cases were resolved without the need for a hearing in front of a Special Master.
14. CC. Maintained property that has been foreclosed and is vacant.

Fiscal Year 2010 Primary Objectives:

1. BCS. Continue to improve service levels to residents, contractors, and others.
2. BCS. Continue to work with FEMA to regain the Town's CRS and ISO ratings which will ultimately benefit the residents and businesses.
3. BCS. Put a Certificate of Use process in place that will help secure the safety, health and welfare of persons who work and visit the business district.
4. P&Z. Monitor the need for changes in the zoning code as development continues to occur under the new code provisions.
5. P&Z. Explore the need for a master plan for the business district.

6. CC. Provide an adequate level of code enforcement activity to ensure that Town ordinances are adhered to, for the benefit of all residents.
7. CC. Assist the residents and businesses in understanding the code, and continue helping them to achieve compliance.

Issues:

1. BCS. The lack of an easily accessible records management system contributes to inaccuracy of reliable historical information.
2. BCS. There has not been a focused effort to develop a certificate of use process; some businesses may be operating illegally or unsafely.
3. BCS. The FEMA/NFIP issue is being handled by the current staff; perhaps consideration should be given to having a Floodplain Manager address the lingering issues.
4. P&Z. Parking in the Town continues to be an issue. A parking trust program should be implemented to help address the problem.
5. P&Z. The Planning and Zoning Board is concerned with the signage permitted in the business district and would like to see the implementation of a uniform sign code in the district.
6. CC. Some segments of the community do not appear to have an accurate understanding of the role and the value of code compliance efforts. This is a universal problem, one that is common in most communities.

Parks and Recreation Department

Services, Functions and Activities:

To provide administrative support, leadership, supervision, and direction for the full time, part time and contractual employees responsible for the Town's Parks and Recreation programs, services, and facilities. Continue to develop and increase the overall services of the Department to meet the growing, and changing needs of the community.

Administration: Managing the overall functions of the Parks and Recreation Department to include, Scheduling of staff, Policy Development, Setting up programs to meet the needs of the Community, Coordination with Outside Agencies as well as Internal Departments, Personnel Issues, Budget Preparation, Monitoring each current FY Budget, Ensure the P&R Facilities Maintenance needs are met to include Risk Management Issues, Liaison between the Public and the P&R Department, Monitor the Departments Programming Information on the Town Web Site, Develop Publications for the P&R Department Programming, Liaison between the Town Committees and Boards, Ensure Professional Training needs are met within the Department as well as Town Standards, Assist the Town in Developing New Capital Projects and Implementing them, Assist and Prepare Grant Writing Opportunities, Continue to Maintain Professional Certifications with National and State Organizations.

Support Staff: To include Maintenance, Custodial Services, Facility Attendants, Beach Operations, Ocean Life Saving Services, Tennis Services, Programming Supervision, Programming Staff Assistance, Contractual Programming Services, Camp Staffing, Special Events Support Staff, Office Monitoring, Programming Registration Assistance.

Fiscal Year 2009 Accomplishments and in-process:

1. Continued to maintain, program, and develop new programs in a Temporary Modular Community Center despite the limitations of size.
2. Continued to maintain and program the ageing Parks and Recreation Facilities
3. Assisted the Tourist Bureau in preparation for all the Special Events run by the Bureau
4. Continued to send staff to Florida Recreation and Park Association training sessions both State and Regional sessions
5. Obtained a \$4,600 safety grant from the Florida League of Cities
6. Set up the Soccer Program to participate in the AYSO Program
7. Assisted in the set up of the Shuttle Bus Schedule for Residents to use to and from Miami Shore Aquatic Center

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8. Set up a Youth Instructional Basketball Program
 9. Continued to supervise the beach with professional lifeguards
 10. Increased Summer Camp Participation by 25% for summer of 2009
 11. Started a 5 day a week Teen Camp for the summer of 2009
 12. Helped develop a parking program for soccer participants at 96th Street Park to help alleviate traffic problems on Bay Drive
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13. Replaced the Roof on Tennis Center
 14. Replaced the water damaged interior walls at the Tennis Center
 15. Provided a yearly turf maintenance plan for the 96th street park field
 16. Developed a new border for the 96th street park playgrounds and courts
 17. Resurface the courts funded by a matching grant program
 18. Secure staff training to include CPR for Summer Camp staff to be funded by a matching grant program
 19. New programs 08/09:
 - Second Town of Surfside Night with the Florida Marlins
 - Morning Adult Zumba Dance
 - Morning Adult Yoga
 - Yoga for Active Adults (55 yrs & up)
 - Yoga for Active Adults (55 yrs & up) Sundays (summer)
 - Adult Beach Boot Camp
 - Youth Basketball
 - Town of Surfside Fall Harvest Festival

Fiscal Year 2010 Primary Objectives:

1. Provide space to continue to operate existing programs during the design and building of the new Town Community Center/Aquatic Facility.
2. Provide input in the development of the New Community Center and Aquatic Facility.
3. Continue to seek Grant Opportunities to help provide facility and Programming upgrades to the Parks and Recreation Department.

4. Implement a Maintenance Program to help control the deterioration of the older Parks and Recreation Facilities.
 5. Provide re-sod program for 96th Street Park
 6. Create new programs to meet the changing needs of the Community.
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Tourist Bureau

Services, Functions, and Activities:

Currently Surfside is one of only three municipalities in Miami-Dade County eligible by Florida State Law to impose a Resort Tax of 4% on accommodations and 2% on food and beverage sales as a source of revenue. The Tourist Bureau Board Members, assigned by the Town's Commission, oversee the legal and appropriate use of these funds through the operations of the Tourist Bureau.

The Tourist Bureau is responsible for bringing visitors into Surfside to patronize hotels restaurants, businesses and recreational amenities. In recent years, the Town has seen hotels converted to residential units. With that change, the tourism focus has shifted from international and national target markets to those regionally. Presently the primary focus is on encouraging tri-county residents to identify Surfside as their preferred day-trip travel destination. In order to achieve this goal and, to meet departmental obligations, the following are conducted by the Tourist Bureau.

Plan, organize and manage all Tourist Bureau events including: creative themes, logistics, media coordination, advertising, publicity, community outreach, budgets and timelines.

Maintain working rapport with hotel management, restaurants, and businesses to encourage and develop participation in tourism promotions and events.

Implement communication plans and strategies to reach various groups and individuals for the purpose of attracting and securing potential customers for accommodations, dining, and shopping.

Oversee creative, production and implementation of all marketing communications such as website, new media, brochures, and event signage.

Oversee resort tax compliance issues in an effort to maximize revenue collection for the Town.

Maintain a welcome service for visitors, business owners/operators and residents to respond to all requests.

Manages and participates in the development and administration of the departmental budget for a two person office.

Act as Town's representative in matters pertaining to various tour and travel associations and similar organizations.

Attend Town Commission meetings and monthly Tourist Bureau meetings and takes necessary action regarding agenda items for both groups.

Fiscal Year 2009 Accomplishments:

1. Retained a full-time Tourist Bureau Director
2. Established a more viable and professional temporary office/working environment
3. Established two distinct tracks of expenditure: tourism promotion and events
4. Managed greater fiscal restraint and responsibility over Tourist Bureau affairs
5. Identified additional revenue streams for the Bureau and cost savings measures
6. Pursued Grant opportunities
7. Established smaller on-going events to attract non-residents to Surfside, including 3rd Thursdays and the Farmers Market
8. Produced the "Arts Festival"
9. Produced the Surfside Business Directory
10. Completed a new portal for tourism on the website and developed an electronic marketing plan
11. Built a co-operative network with appropriate partners, including GMCVB and VisitFlorida, to minimize advertising and promotional costs
12. Partnered with the Best Western and other Surfside hotels to promote the Town to national and international vacation wholesalers and media at USTA's PowWow

Fiscal Year 2010 Primary Objectives:

1. Continue greater fiscal restraint and responsibility over Tourist Bureau affairs
2. Reduce bureau expenditures and acquire bureau assistance through the implementation of an internship program
3. Identify additional revenue streams for the Bureau and cost savings measures
4. Pursue Grant opportunities
5. Pursue Resort Tax Compliance from Surfside Merchants, Hotels and all short term rentals less than six months
6. Enhance and develop smaller on-going events to attract non-residents to Surfside, such as: 3rd Thursdays and the Farmers Market
7. Build on the success of the "Arts Festival"
8. Produce a revised version of the Surfside Business Directory
9. Enhance Surfside's electronic media presence by exploring new media and social networking opportunities (web site hosting, U-Tube, Facebook, etc.)
10. Augment the co-operative network with appropriate partners, including GMCVB and VisitFlorida, to minimize advertising and promotional costs
11. Continue to foster a more cooperative and responsive relationship with Surfside merchants to ensure the success of all events and promotions

12. Develop co-operative promotional and event opportunities with Surfside Merchants and neighboring communities
13. Build a Volunteer base to utilize at events as a means of fostering community involvement
14. Develop and enhance events in celebration of Surfside's 75th Anniversary

Issues:

1. Resort Tax Compliance from Surfside Merchants, Hotels and all short term rentals less than six months is an on-going issue that needs to be managed more effectively by all concerned departments within Town Hall
2. The Tourist Bureau office/working environment is not conducive to fostering a long-term professional and efficient atmosphere
3. Greater responsiveness from Surfside merchants would ensure the viability and success of all bureau events and promotions
4. The Bureau would benefit from sharing promotional and event opportunities and expenses with Surfside Merchants and neighboring communities

SURFSIDE PUBLIC LIBRARY

Services, Functions, and Activities:

The Surfside Public Library's mission is to provide the residents of Surfside with varied collections of books, technology, periodicals and a multimedia collection in a comfortable and relaxing setting. In an effort to promote lifelong learning and enjoyment of reading.

The Surfside Public Library is a friendly, neighborhood library that is constantly upgrading its resources to offer the most current information available for adult and children's reading pleasure and knowledge. The collection is designed to appeal to the diverse tastes of the community. Newspapers, magazines, books on cassette and cd's, DVD's and videos, large print books, books of Jewish interest, books on Florida, fiction and non-fiction books and paperbacks may be checked out by the patrons:

Internet and wireless access are available. There are two laptop and two public access computers for public use. To keep the above running smoothly and accessible to the public the library staff is working diligently for the community.

The library director is responsible for overseeing the day to day operations, staying within the budget constraints, reading 3 to 4 journals with book reviews—plus various catalogs containing information on upcoming book publications, to placing orders for books that will keep the library updated in its collections. Also, the director has to have the knowledge to take over any task as needed.

The library assistants work at the front desk at many different tasks. The most important is working with the library patrons and general public, helping them make book selections when needed, applying for library cards, helping with reference questions, answering the telephone, entering new books in the computer system, typing pockets, shelf list cards, spine labels for new books, filing shelf list cards in the master file, checking in and processing all new monthly and weekly magazines, checking out items the patrons have selected, sending for inter-library loans to the State Library and many other tasks.

The library page shelves books, repairs books when needed, covers new books with book jackets, shelves magazines, assists staff and patrons as needed, dusts as needed.

Fiscal Year 2009 Accomplishments and in-process:

1. The library staff planned and carried out a successful move to the modular.

We would also like to acknowledge the help we received from other town employees, Marisol, Rodriguez, Lilliane Subirats, Jennifer Ben-Omry, Jeanette Jagiello, Virginia Agramonte, Jean Petite Frere, Niclasse Jean-Mary and Harold Lacroix. We considered ourselves very happy to have their help. Of course,

everything moved from the 9301 Collins Ave. library needed to be set up in the modular. That was no easy task.

2. Added 2 laptop computers obtained from a grant from the Bill & Melinda Gates Foundation Public access Computer Hardware Upgrade Grant Program
 3. Restored wireless to the library
 4. In keeping with the Federal and Municipal levels of governments the library has enhanced its collection of books on "Greening of America"
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Fiscal Year 2010 Primary Objectives:

1. Maintaining and updating the library collections to meet the needs of the community
2. Expand to evening Story Time for the children of the community
3. Optimize existing space in the modular to allow more shelving and seating
4. Identify and initiate more methods to market the library in the community

Issues:

- Additional space is required to adequately display the library's current and anticipated holdings. 50% of the holdings are in storage and unable to display and unavailable to the public at this time.